

NAVSEA

Campaign Plan to
Expand the Advantage

2.0

January 2019



Commander's Message:

Why Campaign Plan 2.0? What Has Changed?

The NAVSEA Campaign Plan to Expand the Advantage, released in January 2017 (Campaign Plan 1.0), established our strategic mission priorities and core foundational lines of effort, both critical drivers for overall mission success. While these priorities and focus areas remain relevant, the dynamic nature of today's global security environment demands we reevaluate our current heading to ensure we are aligned and maximize our contribution to the objectives set forth in evolving guidance.

The *National Security Strategy* (NSS), *National Defense Strategy* (NDS) and the *Design for Maintaining Maritime Superiority V2.0* orient national security objectives and our Navy more firmly on great power competition in an era characterized by increased complexity, interdependence, uncertainty, and an unprecedented rate of technological change. We are facing adversaries who possess significant military capabilities and aspire to be the equal of the United States. These nation states are improving their warfighting capabilities at a rapid pace, shrinking our competitive advantage, and redefining international norms to further their long-term goals. It is imperative we outpace them. NAVSEA's vision and mandate to expand our Navy's competitive military advantage remains unchanged.

Our reassessment of the Campaign Plan proved the overall structure remains valid and relevant, not requiring major course correction. There are, however, some adjustments. First, we shifted "Culture of Affordability" from a mission priority to a foundational line of effort titled "Enable a Culture of Affordability", a reflection of the enduring challenge to think and act differently to enhance productivity across the Enterprise. Second, we added a new mission priority titled "Improve Warfighting Capability of Ships and Systems" as a reflection of the NDS focus to "expand the competitive space by rebuilding military readiness as we build a more lethal joint force". This mission priority is tied to NAVSEA's core mission to design, build, deliver, and maintain the Navy the Nation Needs and is focused on both delivering enhanced capability to the Fleet and improving the reliability of our new and in-service ships and systems. Finally, we updated the objectives in each mission priority and line of effort to reflect the progress made to date and refocus our efforts on outcomes and the need to set goals and track and measure our progress with metrics.

NAVSEA Mission

We design, build, deliver, and maintain ships and systems on-time and on-cost for the United States Navy

We need significant improvements in how we deliver warfighting capability to the Fleet. Marginal improvement in today's world of great power competition is not sufficient. It is not about working harder. It is about achieving step-function improvements which require us to think and act differently, challenge the status quo, be more agile, and act with a greater sense of urgency on the priorities contained here.

Achieving step-function improvement requires transparency and adoption of digital tools and technologies to improve performance and inform analytic-based decision-

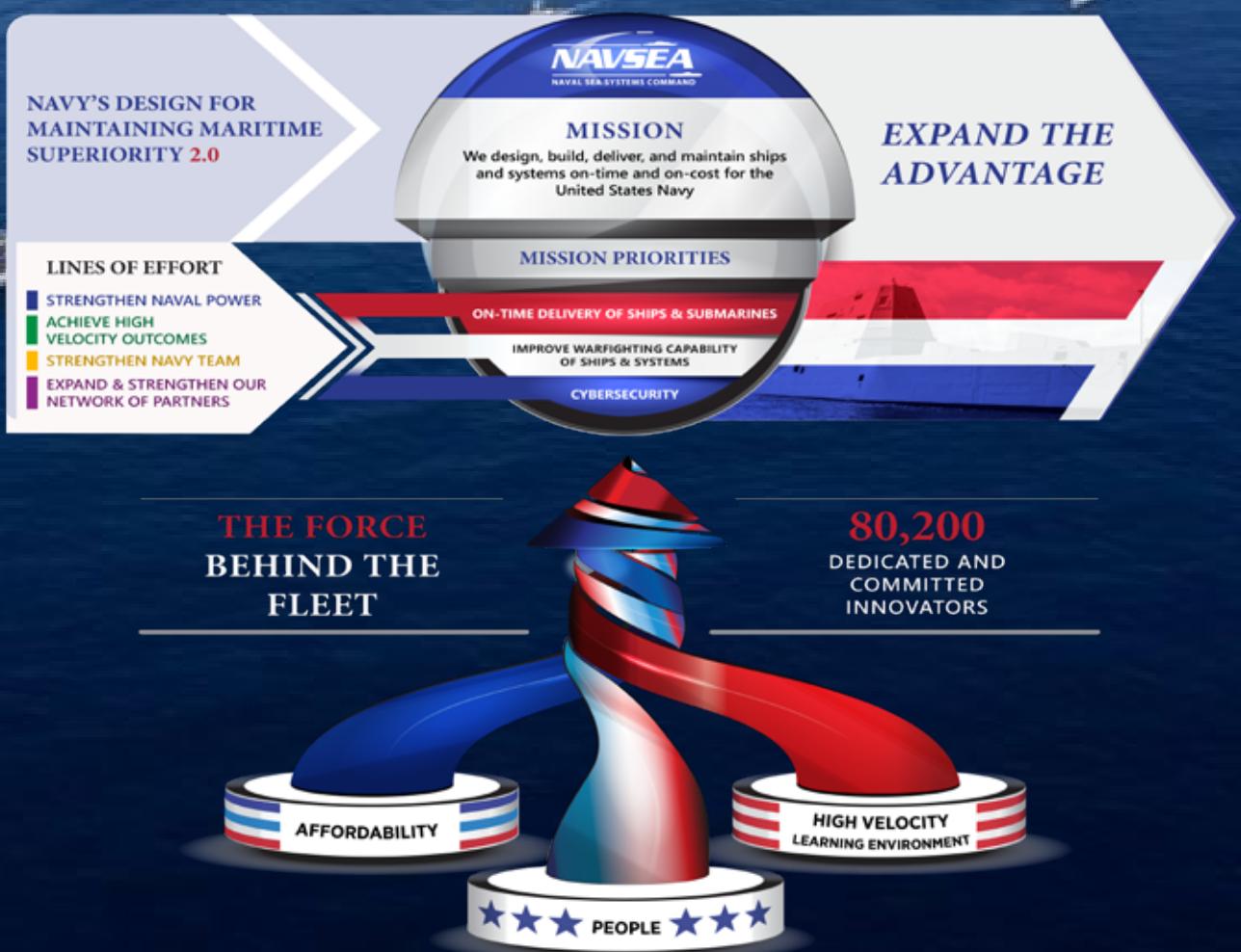
making that is laser-focused on delivering readiness, lethality, survivability, and efficiency. It requires empowered leadership at all levels, and decentralizing and delegating decision-making down to the lowest appropriate level. Critically important is to ensure our actions and decisions are aligned across the Enterprise---all of us pulling in the same direction. Empowerment follows alignment. We have a shared responsibility to work together as outlined in this Campaign Plan.

I am more energized today than I was 2 1/2 years ago when I assumed command. I have the utmost confidence in the entire NAVSEA team to meet challenges head-on and expand our Navy's maritime advantage over our adversaries. I am proud to serve as your Commander and it is my privilege to be part of your effort in meeting these challenges. Thank you for what you do each and every day in support of this great Navy and great Nation. Keep charging, share what you know, and Win Them All!



VADM Thomas J. Moore
Commander, Naval Sea Systems Command

NAVSEA Strategic Framework



Strategic Framework: How it Fits Together

The Framework Legend

Why = Our vision: "Expand the Advantage"

What = NAVSEA Mission

Who = Talented People of the NAVSEA Enterprise

How = Instill High Velocity Learning and create an environment of innovation, knowledge sharing and collaboration

When = Right Now!



ORGANIZATIONAL CHALLENGE:

Identify and remove barriers preventing our workforce from being productive, effectively manage idea flow, and share knowledge through ingenuity and collaboration

Foundational Lines of Effort are the Critical Drivers for Overall Mission Success



Enable a Culture of Affordability

- Eliminate Barriers and Low-Value Activity
- Streamline Processes and Reduce Timelines
- Make Every Dollar Count
- Leverage Digital Tools, Technologies and Data Analytics

Create a High Velocity Learning Environment

- Innovation and Creativity
- Collaboration
- Knowledge Sharing
- Problem Solving

THE FORCE BEHIND THE FLEET

Empower and Equip Our Talented People

- Empowered and Motivated Employees
- Workforce Growth and Development
- Sustainable Talent Pipeline

LEADERSHIP CHALLENGE: Create Direction, Alignment and Commitment

Our Vision: Expand the Advantage

For as long as we have been a Nation, we have relied on a powerful Navy to protect the homeland and help ensure global peace and prosperity. In today's era of great power competition, our technical and tactical advantages are being challenged by powerful nation states who are rapidly developing new and ever-more-capable weapons. NAVSEA is dedicated to Expand the Advantage of our military over all competitors.



The Force Behind the Fleet

Our Nation's greatest asset is its people and our ability to design and develop innovative solutions to challenging problems. NAVSEA's dedicated and diverse workforce designs, builds, delivers, and maintains the most powerful Navy in the world. You are The Force Behind the Fleet and the constant through our Mission Priorities and our Lines of Effort.

The world is connected as never before, with broad access to information and technologies that are constantly evolving how we think, act, and work. We must recognize that advanced digital and analytical capabilities are critical to Expand the Advantage and fulfill our commitment to be a data-driven organization, leveraging the power of data analytics for informed and rapid decision-making. We must use data as an Enterprise resource that



NAVSEA Strategic Framework

NAVSEA's Strategic Framework flows directly from the Navy's *Design for Maintaining Maritime Superiority V2.0*. The Design's four Lines of Effort outline the overarching strategic vision for the Navy and encompass the actions to maintain and expand our maritime advantage.

Campaign Plan 2.0 is focused on addressing today's challenges and focusing our efforts to execute our mission and support the Fleet. NAVSEA's Mission Priorities [On-Time Delivery of Ships and Submarines, Improving Warfighting Capability of Ships and Systems, Cybersecurity] are underpinned by Lines of Effort [Enable a Culture of Affordability, Empower and Equip Our Talented People, and Create a High Velocity Learning Environment] that provide the bedrock for how we build and operate our Enterprise.

is purposely designed, secured, shared, and accessible. We must develop digital business and industrial solutions that harness our needs in a collaborative environment.

The full adoption of data analytics and automated design tools combined with a modern IT infrastructure and digital-ready workforce will unleash NAVSEA's full potential and result in exponential innovation and speed delivery of capability to the Fleet.

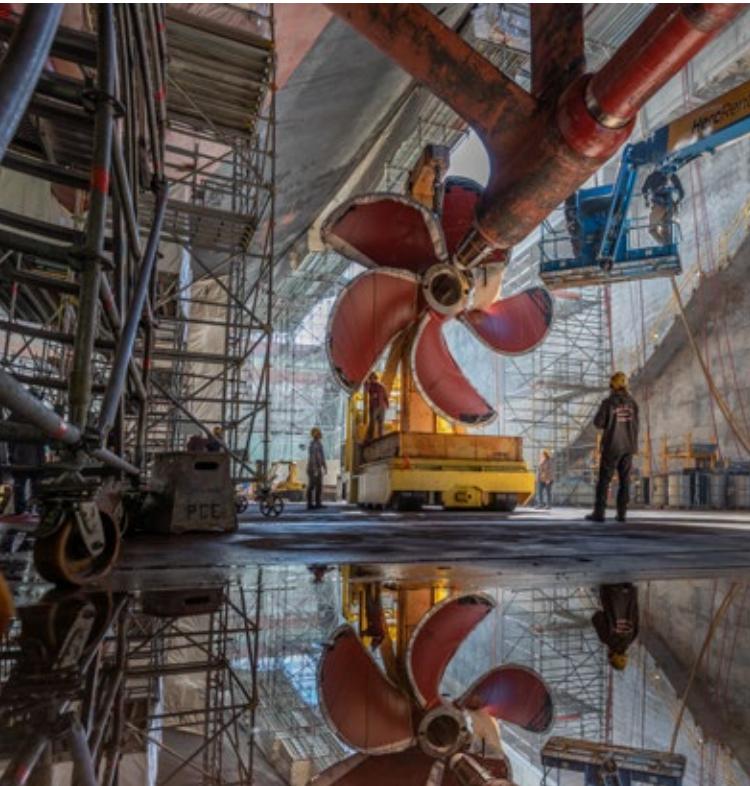
"Establish data-driven decisions as a foundation for achieving readiness in our warfighting Enterprises."

A Design for Maintaining Maritime Superiority, V2.0

On-Time Delivery of Ships and Submarines

Ensuring maritime superiority requires a ready and capable fleet of ships, submarines, and associated systems. The Navy the Nation Needs is larger and more powerful than today's battle force and NAVSEA is at the heart of building, sustaining, and expanding the capability of the fleet, today and tomorrow.

Our Combatant Commanders rely on NAVSEA to provide the combat-capable assets they need, when they are needed. Our ability to deliver ships from new construction and out of maintenance availabilities on-time and with the requisite capability, quality, and safety is critical to meet their demands. The Fleet relies on NAVSEA to get this right. At any given time, approximately 40% of our ships and submarines are under NAVSEA's control, either in CNO availabilities or other maintenance periods. Achieving on-time delivery of ships and submarines with the right capability upgrades requires a multi-faceted approach.



Objectives to achieve desired results:

- Establish workload-to-capacity balance in the naval shipyards.
- Establish stable requirements, adhere to package lock and material completion deadlines, improve duration estimating, achieve directed maintenance goals, and use predictive planning to reduce execution risk.
- Evolve surface ship contracting strategies to provide stable and predictable workload to more effectively manage production capacity, increase contractor accountability, and drive performance.
- Improve productivity by focusing on supervisory proficiency and accelerating training and leadership development at every level.
- Improve materiel delivery systems to reduce or eliminate waste and work stoppages.
- Establish and follow processes to ensure non-stop work execution.
- Invest in capital equipment, information technology and industrial plant infrastructure to improve productivity, reduce cycle time, and increase capacity in accordance with the Shipyard Infrastructure Optimization Plan, the Private Sector Optimization Plan, and the Annual Long-Range Plan for the Maintenance and Modernization of Naval Vessels.
- Build an environment that promotes increased levels of innovation, collaboration, and knowledge sharing across the shipbuilding, maintenance, and repair community.



Mission Priority Success:

Meet our commitment for on-time delivery of ships and submarines to the Fleet. Ships come in on-schedule and go out on-schedule.

Improve Warfighting Capability of Ships and Systems



We are a maritime nation and the U.S. Navy is instrumental in protecting and advancing our nation's prosperity and security in the face of growing great power competition. The Navy the Nation Needs is larger, more capable, networked, and agile than today's Navy. As the Force Behind the Fleet, it is NAVSEA's mission to design, build, deliver, and maintain both the current and future Fleet and ensure a larger, more lethal naval force is prepared to conduct combat operations against peer adversaries in any high-intensity conflict around the world.

The Navy must be able to operate in the blue sea outside the range of shore attacks, be effective in the intermediate seas, where long-range shore-based missiles contribute to the threat, and in the littoral zones where the variety and density of threats is more intense. In each zone, the Navy must be able to operate with the right mix of offensive and defensive capabilities when called upon.

Our challenges are many. We operate in a fiscally constrained environment where the

imperative to rapidly increase the number and capability of platforms must be balanced with innovation and modernization. We must simultaneously build and innovate. We must continue to innovate and invest in areas that increase naval power and ensure these investments are realized in the ships and systems delivered to the Fleet.

Improving and maintaining naval power and the requisite warfighting capability can only be accomplished through a balanced and multi-pronged approach that focuses on: increased build rates of more capable ships; modernization of the current fleet to improve warfighting capability and extend service life; netting the battle fleet creatively and adaptively in ways that are reliable and secure to allow for maximum flexibility and enable artificial intelligence-enabled tools; improved sailor training to equip the larger, better, and networked fleet; and improved readiness and reliability of ships and systems to ensure combat mission capable ships are available for tasking.

"We need this more powerful fleet in the 2020s, not the 2040s."

Admiral John M. Richardson
Chief of Naval Operations



Objectives to achieve desired results:

- Innovation and development of new capabilities and accelerated delivery to the Fleet.
- Design ships and systems for improved reliability.
- Design ships and systems in ways that drive down the costs to modernize, operate, and maintain.
- Leverage model-based systems engineering in ship and system designs.

Mission Priority Success:

Increased naval power available for tasking.



Cybersecurity

The U.S. and our international partners depend on electronic data and information technology to operate, communicate, and deliver essential services. Our adversaries are employing increasingly complex techniques to deny, disrupt, disable, or cause physical and economic damage to U.S. infrastructure and capabilities via electronic attacks. These attacks directly impact the Fleet's ability to execute its mission. Cybersecurity remains both a challenge and warfighting imperative for the U.S. Navy.

NAVSEA maintains a critical role in the Navy's Cybersecurity mission. We are charged with designing and fielding afloat- and shore-based systems that must be protected from both insider and external threats. To do this effectively, we must integrate Cybersecurity into every facet of our business to protect, detect, react, and restore our systems from cyber-attacks. We must take advantage of the emerging field of data analytics, coupled with artificial intelligence and machine learning, to support rapid anomaly detection by



delivering new, unique, and highly automated cybersecurity solutions that can keep pace with machine-generated attacks in real-time.

Objectives to achieve desired results:

- Increase our collective knowledge regarding Cybersecurity threats, processes, procedures, and tools to fully support the Fleet.
- Affordably integrate Cybersecurity solutions into our current and future products.
- Mature the Risk Management Framework to achieve continuous authorizations through the proper instrumentation of NAVSEA-developed and -fielded systems, effective use of automated model-based vulnerability assessment tools, and Red Team risk analysis of afloat and shore protections at the system, network, enclave, and platform levels.
- Identify and map key cyber terrain, to include network topology at the enclave and platform levels.

Mission Priority Success:

Cybersecurity protection, detection, reaction, and restoration of our afloat and shore systems, networks, and platforms.





"There is nothing so useless as doing efficiently that which should not be done at all."

Peter Drucker

Enable a Culture of Affordability

America's Navy protects our national security and economic interests on, under, and over the seas. The world's oceans have great strategic value – seventy percent of our planet is covered with water; eighty percent of the world's population lives near an ocean; and ninety percent of all international trade travels on the sea.

The *National Defense Strategy* provides the overarching guidance and high level requirements for establishing the Navy's plan for building and sustaining a lethal, resilient force through balanced investments across readiness, capability, and capacity. In today's resource-constrained environment, these investments are in direct competition with one another making affordability an imperative.

We must maximize the effectiveness of all resources available to us. It means making every dollar and hour count. It means leveraging digital tools, technologies, and data analytics to improve performance, reduce cycle times, and support informed and rapid decision-making. It means improving productivity by eliminating barriers and low-value activity. It means leveraging mature technologies as we incorporate emerging technologies that will deliver even greater returns on investment.

Every opportunity to reduce costs has an impact as we look for ways to design, build, deliver, and maintain ships and systems more affordably. This is a key enabler for maintaining today's Fleet and ensuring we have the resources necessary to build and deliver the Navy the Nation Needs.

Objectives to achieve desired results:

- Improve productivity by eliminating barriers and low-value activity.
- Leverage data analytics to support data-driven decisions.
- Maximize digital automation and toolsets for business processes and warfighting capabilities.
- Streamline processes and reduce timelines.

Design Intention:

Build, deliver, and maintain the Navy the Nation Needs with a focus on reducing the cost of our products, processes, and day-to-day business.





Empower and Equip Our Talented People

NAVSEA's workforce is the Force Behind the Fleet and the foundation of this Campaign Plan. For over 220 years, our predecessors served as the innovative engine that built the greatest Navy in the world. Every member of the NAVSEA Enterprise is part of this rich history and is integral to executing our mission.

Our workforce is second to none. There is no organization like NAVSEA in the world and there is no workforce like ours. NAVSEA is committed to attracting, retaining, and developing an engaged and motivated workforce from all corners of our diverse country to ensure we deliver the best ships and systems to the Fleet. This means providing the tools, training, resources, and facilities within an inclusive culture to empower our people to grow to their full professional potential.

Organizationally, we must ensure an inclusive culture where every member of the workforce is engaged and operating at peak performance. One where everyone can see themselves and achieve any goal they set for themselves. We must improve our ability to predict and meet emergent

and future workforce capability and capacity needs. We must work together strategically to recruit, develop, and retain critical skills to provide a sustainable talent pipeline to accomplish our mission now and in the future.

Objectives to achieve desired results:

- Ensure a culture of inclusion and engagement exists in all parts of our organization.
- Optimize workforce development and leadership programs to increase technical, leadership, and supervisory proficiency, facilitate career progression, and enable the personal and professional growth of our world class workforce.
- Improve our analytical and technological processes to predict workforce capability and capacity needs.

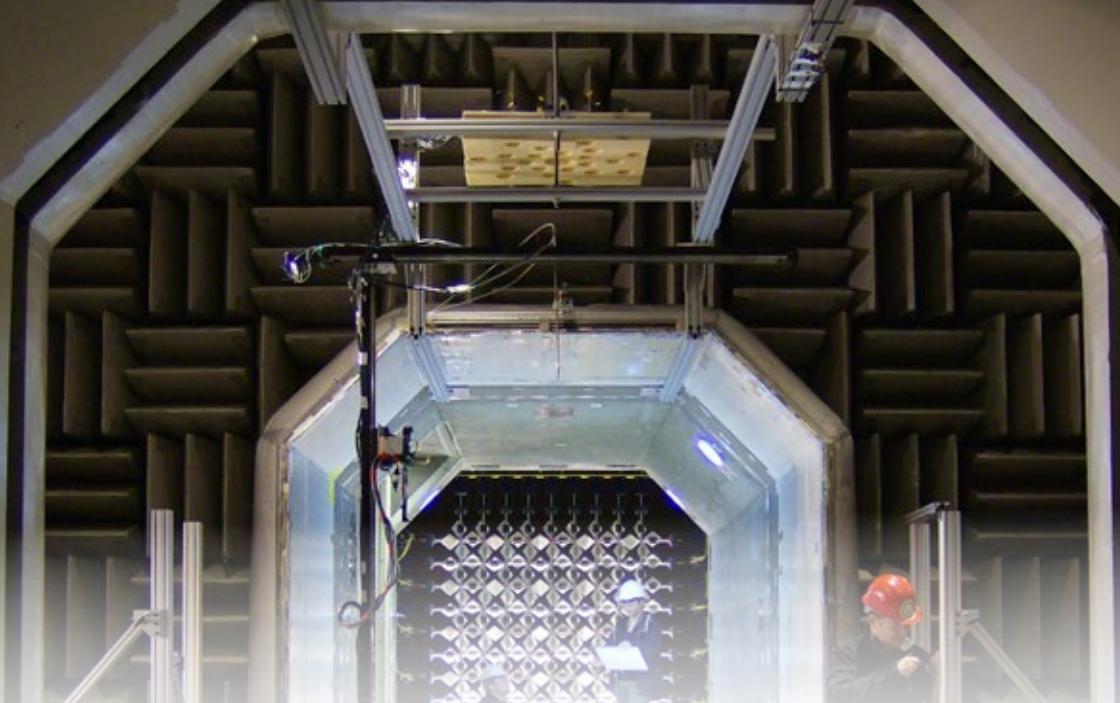
Design Intentions:

Recruit, develop, and retain an engaged workforce committed to the Navy core attributes of Integrity, Accountability, Initiative, and Toughness, and with the needed skills, at the right time, in the right place, and performing the right work to accomplish the Mission in an affordable fashion.

"To remain competitive — indeed superior — we will need a highly capable Navy Team ... Our Team is our competitive advantage and is the key to our success."

Admiral John M. Richardson
Chief of Naval Operations





Create a High Velocity Learning Environment

To Expand the Advantage, we must unleash the full potential of the 80,000 innovators within our Enterprise. We must learn and adapt faster than our rivals. We must think differently, challenge the way we've always done business, share lessons learned, be agile, and act with a sense of urgency.

A High Velocity Learning Environment encourages open communication to share issues, ideas, and potential solutions across one of the most diverse workforces in the Government. It allows people to collaborate across organizational and geographic boundaries to identify root causes of issues, solve them, and proactively share solutions and lessons learned across the Enterprise.

A High Velocity Learning Environment embraces excellence and all levels of improvement, from incremental to step-function improvements to earth-shattering innovations. It provides a flexible, yet disciplined approach to learn, adapt, and innovate. It facilitates and encourages idea sharing and fosters innovation through processes and technologies allowing for effective knowledge sharing and collaboration.

A High Velocity Learning Environment taps into the workforce's inherent creativity and fosters an inquisitive and questioning attitude that empowers employees at all levels to identify and

pursue unique solutions to our complex challenges. It means embracing humility as our ideas are questioned and probed so we can come to the right outcome quickly and share not only our wins, but our errors so that they are not repeated.

These principles and concepts are non-negotiable. Adjustments in our day-to-day behavior requires focused leadership at all levels that empowers the workforce and demonstrates our commitment to cultivate and reward rapid learning, innovation, and collaboration as the cornerstone of how NAVSEA does business.

Objectives to achieve desired results:

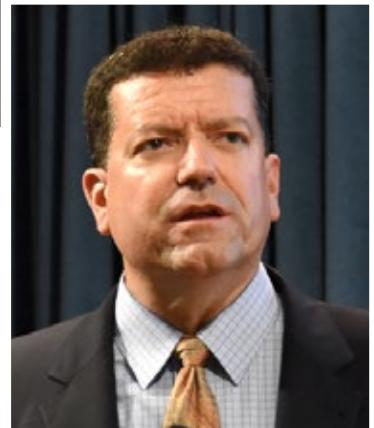
- Provide effective communication and education of High Velocity Learning principles, concepts, and outcomes.
- Identify and remove organizational barriers to achieving a High Velocity Learning Environment.
- Implement processes and technologies that facilitate and encourage idea sharing and foster innovation through knowledge sharing and collaboration across the NAVSEA Enterprise.

Design Intentions:

Realize a NAVSEA Enterprise that unleashes innovation, collaboration, and rapid learning through employee empowerment and contribution.

Leadership Commitment

This Campaign Plan establishes Enterprise priorities and direction. Achieving our mission priorities is not easy and every member of the NAVSEA Team plays a role in our collective success. Empowered leadership at all levels shapes an organizational environment that contributes to creating Direction, Alignment, and Commitment across the Enterprise in support of the Campaign. Direction is understanding and agreement on goals (our Mission Priorities); Alignment is coordination of work to ensure we're working on the right things and in an effective way; Commitment is the day-to-day dedication to the success of the Enterprise and the Campaign Plan to include resourcing the plan with people, time, and funding.



Annual Execution Plan

We will establish annual execution plans to render the broad objectives set forth in this Campaign Plan into measurable, focused results. The Enterprise-level execution plan will identify key performance indicators (KPIs) and specific initiatives for each Mission Priority and Line of Effort. We will track KPIs and initiatives monthly to measure progress against the plan and to ensure we're on track to meet annual targets.

We will establish annual business unit execution plans that align to the Enterprise-level execution plan, but also reflect lower-level areas of focus, KPIs, and key metrics. We will hold each other accountable for progress and outcomes through monthly reviews.

Finally, and most importantly, everyone in NAVSEA must engage in this process. Leaders must ensure their people have the freedom and latitude to share ideas and try new and innovative techniques to address issues. Only through your engagement, trust, collaboration, and ingenuity will we be successful. We are counting on each and every one of you to ensure this success. The greatest Navy in the world requires nothing less.



“The margins of victory are razor thin but decisive. We will remain the world’s finest Navy by fighting each and every minute to achieve excellence in everything we do. Our rivals are intent on taking the lead from us—we must pick up the pace and deny them. We cannot be satisfied with achieving minimum standards—we are a Navy focused on being the best we can be, every day.”

 **Admiral John M. Richardson**
Chief of Naval Operations



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